

JUNE 1954  
FORTY CENTS

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



Faith in the American Economy .....Page 8

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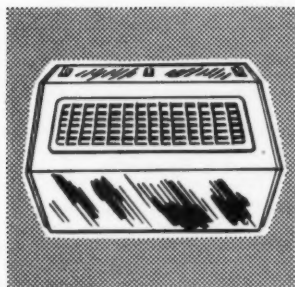
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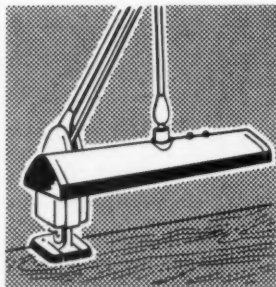
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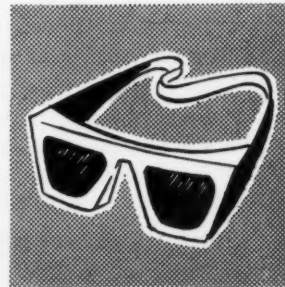
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*Industrial Sales Division*

**Pepsi-Cola Company**

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## ON THE COVER

Mutual confidence, respect and friendship are basic to the management unity so vital to modern industrial efficiency. No industrial plant has better management unity than the Douglas Aircraft Company at Tulsa, Okla. That is the factory where Harry Woodhead, Douglas Aircraft vice-president, is the boss—and Harry Woodhead is a man who is responsible for organizing more NAF clubs than anybody short of an NAF area manager. He also is the man for whom the famed NAF "Woodhead Trophy" is named.



The significance of the photo used on the cover of this issue is that it pictures a typical scene in the Tulsa Douglas plant and that it truly indicates the feeling Mr. Woodhead has for his teammates—and that his teammates have for "Harry." Mr. Woodhead means it when he refers to his foremen, supervisors, department heads and junior executives as "My boys." That is the only way he knows how to operate.

Fred L. Swope of Tulsa Douglas took the picture a couple months ago (Fred is a transplanted Californian who, lucky for the Tulsa Douglas Management club, brought his camera with him). The club's honored "Mugs of the Month" holding their trophies are F. S. Walden, left, and H. B. "Tex" Moore, right.

Mr. Woodhead? He's the proud-looking gent in the middle.

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

JUNE, 1954

VOL. 6, No. 10

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THIS ISSUE'S TOTAL CIRCULATION: 62,475

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; MARION KERSHNER, First Vice-President; WILLIAM S. DIFFENDERFER, Secretary-Treasurer; J. E. BATHURST, Executive Vice-President.

The National Association of Foremen (NAF) is a non-profit educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 60,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice-president at 321 W. First Street, Dayton 2, Ohio.

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# What Do They Mean By The "American **Standard** Of Living" ?

**E**verybody talks about it—but what is it?

It isn't just that we have telephones and radios and refrigerators and vacuum cleaners and automobiles to a greater extent than any other people in the world.

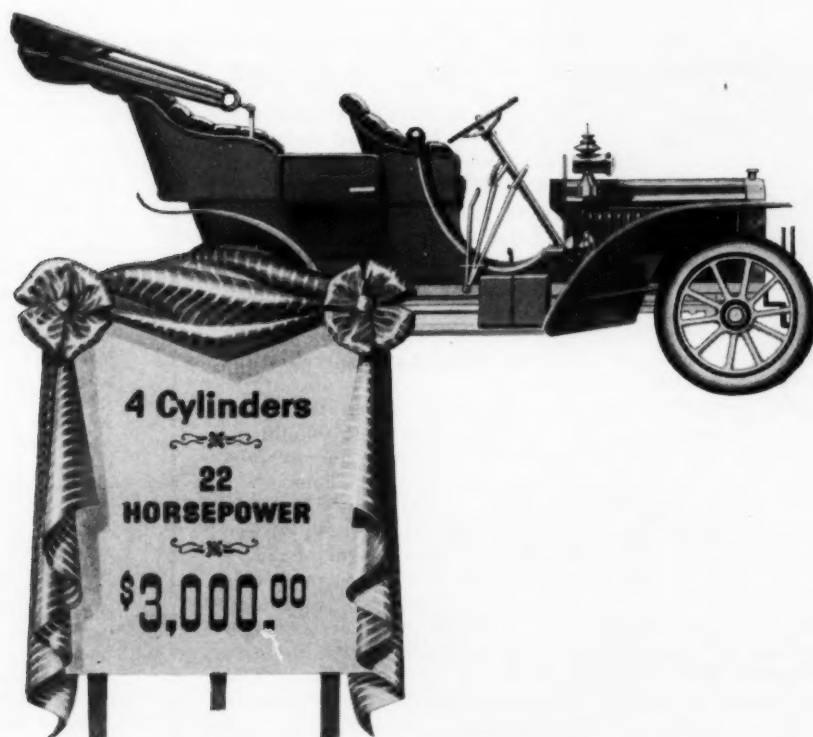
The big thing about the American Standard of Living is that year by year it gets better for everybody, so long as we can continue to make *better things for more people at lower cost.*

We're always trying to do this, because that's the key to success and profits in business. The companies that manage to give people the best values for their money make a profit and go ahead.

The companies that lag behind finally go broke and go out of business.

Has it ever occurred to you how you, individually, contribute to the rising American Standard of Living?

Every time you, in your department, help to cut the cost of something the American public wants, and thereby enable your company to offer better values in a competitive market, you are doing your personal bit to contribute to our ever-rising standard of living and prove to the rest of the world that there is no country like the United States of America.



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DAYTON, OHIO



*A non-profit organization  
supported by companies who  
believe that America's Foremen  
help steer America's future.*

# The MANAGE FORUM

## THE EDITOR SAYS...

**W**E HAVE editorialized on a lot of subjects in the past 34 months, but all of them have had one thing in common: They were directed to men who manage. In doing our most obvious duty, we have ignored a very important segment of our audience of readers—the ladies who manage the men who manage.

To continue to ignore these readers would be to carry our devotion to duty to an inexcusable extreme. These readers, we would like to comment, have given us the benefit of their constructive comments on MANAGE at every one of the three NAF national conventions we have attended. Some have written us letters.

We know of several wives of MANAGE subscribers who read the various issues before their husbands do, and it is the wives who suggest to their husbands which articles should be read with particular attention.

An editor cannot but be impressed by this interest from the ladies, because in no way has MANAGE editorial content been purposely directed to them. Under the circumstances, this editor is beginning to feel a little badly about that, because it does not seem entirely fair. And so possibly we'll do something about that editorial policy one of these days.

This interest of the wives of the men who manage, in MANAGE, proves a point to us, and we are, frankly, impressed by its significance: These women are accepting responsibilities in connection with their husbands' work which are completely beyond the ordinary call of wifely duty. Wives of management men are generally supposed to cook and sew and keep house and wash and iron and have babies and humor grouchy husbands and save money and perform various kinds of other assorted miracles.

If a husband—president or foreman of his company—should ever stand up in a court of domestic relations and complain to the judge that his wife would not read his MANAGE magazine, the judge undoubtedly would order a strait-jacket for the man.

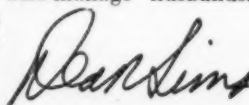
Our unsolicited—and heretofore publicly unappreciated—female readership is proving by its interest in what our magazine has to say that wives of management men play roles of considerable importance to the success of their husbands.

This humble scribe has had no experience as an industrial personnel manager, but we believe a personnel manager would do well to interview the wives of applicants for management jobs before he interviews the applicants themselves.

The coiner of the "Two heads are better than one" bromide could have been thinking of a foreman's wife giving freely of her intelligent counsel to her husband in his desire to get ahead.

And, say, Mr. Man, in case you have read thus far through this editorial directed at your wife—not you, it ought to be pointed out right here and now that there is plenty of difference between a man receiving intelligent advice and assistance from his wife and believing that she is "wearin' the britches" in the family. The kind of wife typical of the ones who read MANAGE so religiously is the wife who so subtly helps her knight-in-armor make the right decision at the proper time that he forever believes that he did it all himself.

Ladies, this is to let you know that we appreciate your interest in MANAGE Magazine and your men-who-manage husbands. Without your support, we'd both be in trouble—but we now admit it and trust your husbands will too.



## And the READERS REPLY

### ENJOYS MAGAZINE

*To the Editor:*

Enclosed you will find four dollars (\$4.00) please include me in your circle of subscribers for your "MANAGE" magazine. I have enjoyed your magazine for over a year now and I think it's high time I started paying for it myself. Besides, my father-in-law objects to my cutting articles out of his issue of MANAGE. Thank you very much.

Arthur B. Viescas  
Mansfield, Ohio

### BUSINESS NOTEBOOK

*To the Editor:*

I have just finished reading the May issue of MANAGE Magazine. As is always the case, it is filled with excellent material—material which is not only informative and enlightening but food for the thinking mind. You are to be commended for continually furnishing all NAF members with such a fine publication as MANAGE Magazine.

You are, I am sure, always interested in getting comments or reactions from your readers and it is with that thought in mind that I should like to refer your attention to the "Business Notebook" by William M. Freeman in the May issue. In the first article an example is given of the effects of progress, through mechanization, on labor. Without question the article is very well written and factual. However, I am very much of the opinion that it would have been more appropriate to use private enterprise in the example rather than the number one leader in socialism. I am sure that many privately owned organizations have the same or similar conditions. The chances are great too, that the "tiny robots," which resulted in this progress, were the fruits of free enterprise rather than a product of socialism.

In conclusion, I should like to point out that this is not intended to be critical, but constructive. Being in the utility business I am possibly more aware of the viciousness of T.V.A. as well as the many other like government projects and that it is our number one leader towards socialism. Too, because one of the objectives of the NAF being "To strive for the preservation and betterment of the free enterprise system" I feel it unwise to use a socialistic venture as the example of a "progress" story.

F. C. Meyer  
Interstate Power Co.  
Dubuque, Iowa

ED—Mention of TVA in any light but unfavorable always brings darts from privately-owned electric utility men, and  
(Continued on page 31)



**The Petroleum Industry . . .** wants a good, all-purpose wiper that can be efficiently located in refineries and plants. Because Scott Wipers come in handy boxes, they make for easy one-way distribution and simpler control.



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## For your men . . . for your machines

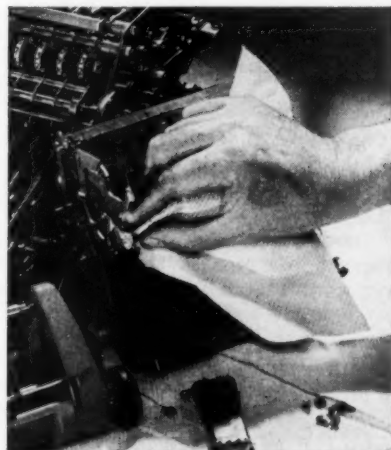
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# Faith in the American Economy



BY RICHARD M. McKEON, S.J.,  
Director of the LeMoyne College  
School of Industrial Relations  
Syracuse, New York

**P**RESIDENT Eisenhower's recent message and economic report to congress stressed the constant theme of "faith in our American economy"—and rightly so. For in studying all of the sound principles and facts set forth, there is reason to hope for even a better future. That is why the President said: "There is much that justifies confidence in the future. The Government will do its full part to help realize the promise of that future in its program to encourage an expanding and dynamic economy."

Coming at a time when unemployment was mounting up close to 2.5 million, it is well to learn the reasons underlying a necessary adjustment from an extensive defense program to a more moderate one. It always takes time for civilian production to absorb those released from war-time jobs. These workers are not destitute. They will receive unemployment benefits to tide them over to another job. Their savings have been considerable and are fully protected by in-

surance. Inventories in the first part of 1953 were very high. When these are reduced, new orders will again stimulate activity.

The words of well known steel man Benjamin F. Fairless, support the message of the President. They are a distinct challenge to management. He said: "I think that the future of American business can be anything we want to make it; but certainly we shall never achieve the kind of future that you and I want in this country by following a timidity, indecision and inaction. It will take the very best we've got in the way of initiative, enterprise, energy and—above all, sound judgment."

The economic report fully proves that the old-style free enterprise is dead and that a better type of private enterprise has taken its place. The old-style once meant non-interference by government in business. The report points out where government does come in and in a big way. Today there are many government agencies controlling business. In fact, during the Korean situation about twenty-five per cent of production was controlled directly or indirectly by the government. Free enter-

prise meant that labor should not be organized. In 1933 membership in labor unions was about 2,500,000. In 1953 it is far over 16 million. These unions are fully conscious of their power. Three unions number over a million members apiece. Thirty-nine have members over 100,000.

Not too long ago a leading editorial writer admitted that the days of old free enterprise were gone and that management should act accordingly. He wrote: "Management has one overriding responsibility, one tough—and vital—job: to find ways of doing business that will somehow reconcile government enforced economic stability with the flexibility, daring, and imagination that are needed for a powerful, productive economy."

Yet such an economy is at hand for production had hit an all-time high in 1953. But the best news is the fact that there is a wider distribution of wealth than ever before. This means that more people have more money to buy all the things which they desire. Personal incomes for the first eight months of 1953 are reported at \$284 billion. Personal savings after taxes are \$16 billion a year. Life in-



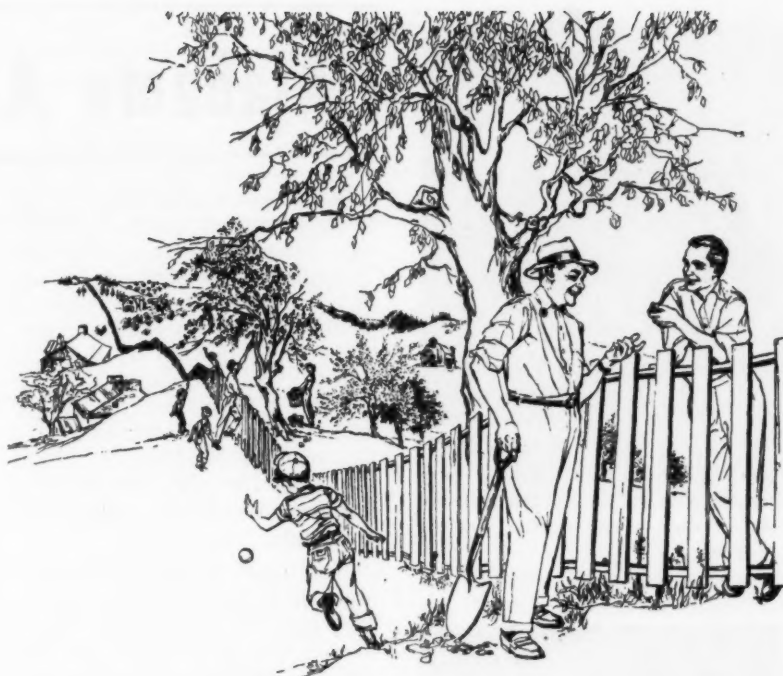
insurance covers three out of four families to the total amount of \$277 billion.

Moreover there are stabilizers which were sadly lacking in former years. Social security covers over 50 million people. Pensions are at their highest peak. Welfare programs and unemployment insurance are at hand. With the population mounting to more than 160 million there is a market begging for the right salesmanship to keep the economy firm and progressive.

Industrial relations have matured under the new capitalism. Despite strikes, which are part of the price of freedom in a democracy, we find that over 90 per cent of all collective bargaining agreements are faithfully kept. One cause of industrial peace is the ever-growing policy of profit sharing. The Council of Profit Sharing Industries, including some of the largest firms, number over 600. All report sound industrial relations. Some 10,000 other companies are practising some modification of profit sharing.

Profit sharing helps in the wide distribution of the wealth produced. It should begin only when there is already the recognition and the practice of a just living wage. When such is the case and excessive profits accumulate, we maintain that all the workers from the lowest laborer to the highest executive should share in the same. This may sound radical to certain ears. It is well to remember that there are other virtues besides strict justice. Furthermore incentive systems are common in about fifty per cent of American industry. The old speed-up is gone. As Elmer Hughes, well-known industrial engineer, has written: "The primary objective of all incentive plans is to augment the productivity of labor. This is accomplished by establishing a more or less direct relationship between output and earnings, so that the application of greater energy, dexterity, or

MANAGE June 1954



## Imagine—a backyard fence 100,000 miles long!

• If you've ever reached over to sample the apples...or climbed over to retrieve a wayward ball...or just plain leaned over to chat between spade-fuls — then you know where neighborliness begins. Yes, over the backyard fence.

In much the same manner—by rubbing elbows—people are getting to know each other all along Pan American's globe-girdling 100,000-mile system...over which fly the largest fleet of interconti-

mental airliners in the world. In linking 84 lands on all 6 continents, a new understanding has been fostered between their people.

No longer is foreign travel a luxury restricted to those of leisure and wealth. Higher speeds and lower fares—including *The Rainbow*, Pan American's new Super-6 Clipper\* Tourist service to all Europe—are making overseas trips a dream-come-true for more and more Americans.



\*T.M. REG., PAA, INC.

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skill will be rewarded by more pay."

Eric Johnston, former president of the United States Chamber of Commerce, is a great industrialist who has encouraged many progressive practices in his plant. His words of advice to fellow industrialists carry authority—"I urge the American business man to recognize the economic facts of life. They no longer have the power. It is in

the hands of the worker, the farmer, the housewife... I like our system... but there is constant room for improvement. It is a continuing, never-ending job, and business men must find some means of spreading ownership, diffusing the benefits of democratic capitalism and, when we do so, the threat of socialism in America will be further and further removed."

Another progressive move—  
(Continued on Page 34)



**"THE ART OF TOGETHERNESS"** was the topic of Fred Smith, vice-president of the Gruen Watch Company, who served as the evening speaker.



**AREA DIRECTOR GRADY SELF** played a major role in the successful conference.



**CONFERENCE LEADERS J. V. Kappler, NAF area manager, and Dr. William Levy, executive director of management development, are shown, left to right.**

\* \* \*

(Photographs by T. E. Gilliam)

## Alabama Area Council

**Birmingham, Ala.**—More than 400 men representing 32 different companies from Georgia, Tennessee, Missouri and Alabama, attended the 1954 Regional Conference on Progressive Management, sponsored by the Alabama Area Council of NAF Clubs. (Clubs from the Continental Gin Co., Alabama Power Co., Birmingham Slag Co., American Cast Iron Pipe Co. and the Birmingham City Club form the council.)

Highlight of the conference was an address by Fred Smith, vice-president of the Gruen Watch Co., who spoke on "The Art of Togetherness" at the dinner meeting. Mr. Smith described the aims and ideals of The National Association of Foremen—getting together, working together and living together to form a well organized, smoothly operating management team in modern industry. W. Cooper Green, vice-president of the Alabama Power Co., acted as master of ceremonies.

Speaker for the afternoon session was Dr. George S. Benson, president of Harding College, who had "The Long Range Job for America" as his topic. Doctor

Benson was introduced by Neely Henry, vice-president of the Alabama Power Co. and president of the Chamber of Commerce. Doctor Benson spoke following a welcome to the group by Mayor James W. Morgan.

Feature of the conference was a series of five sessions. **Psychological Technique of Communication** was under the direction of George C. Morgan, manager of the Special Products Dept. of the Continental Gin Co. Cloyd S. Steinmetz, director of Sales Training, Reynolds Metal Co., served as conference leader.

The second conference, **Human Relations, Our New Frontier**, was under the chairmanship of J. V. Kappler, NAF area manager. Leader of the conference was Dr. John Hall Jones, head of the Psychology dept. and Counseling Service at Howard College.

Dr. William Levy, NAF executive director of management development, led the conference on **Management Must Be a Profession**. Serving as chairman was F. I. Matthews, personnel director of the Birmingham Slag Co.

Leading the conference on  
(Continued on Page 14)

**GREETING MEMBERS** attending the 1954 Regional Conference on Progressive Management is V. P. Jiminez, chairman of the Alabama Council of NAF Clubs. Left to right are James W. Morgan, mayor of the city of Birmingham; Mr. Jiminez; Neely Henry, vice-president of the Alabama Power Company and president of the Birmingham Chamber of Commerce; Joseph Jernigan, vice-chairman of the council and T. I. Renshaw, zone vice-president of the NAF.



MANAGE June 1954

# MANAGEMENT

## TEAM

## WINNER

May 14, 1954

To the Editor:

We would like to have you consider the Nash-Kelvinator Management Club of Grand Rapids, Mich., for the "Management Team of the Month" award.

We would like to present our qualification, not on the basis of any individual accomplishments, but on the forward progress we have made as a "Management Team." This is how:

Upon our organization in 1947, as a club affiliated with the NAF, we wholeheartedly accepted our management responsibilities. After carefully studying several methods, the educational committee presented a series of well-rounded programs.

Our educational committee selects topics for conference sessions that are of interest to all members; such as (1) Supervisors Responsibilities and Attitudes, (2) Adapting Discipline to the Individual, (3) Organization and Problems of the Cost Dept., (4) Responsibilities of Supervisors in Safety and Health, (5) Standards Problems as They Affect Each Supervisor. The participation at these conference sessions average well over 300 man-hours per month, with two separate topics presented each month.

Immediately after instituting this type of program, improvements began to manifest themselves in our company: operating

efficiency, employee relations, housekeeping, safety, etc. These conditions are steadily improving.

After further analyzing plant operations it was decided to initiate a "cost reduction program." The importance of this program was presented to all employees by direct mail to their homes, posters, conversation direct from supervisor to employee, etc., and immediately a marked improvement was shown. All phases of management and productive costs were considered. Covering a five-month period, a careful record of all items was compared with the period immediately preceding this program.

*Manufacturing expenses have gradually decreased over this period.*

Through a more direct routing of information, improved methods of filing, unnecessary duplication, etc., paper work realized a saving of approximately \$200.00 per month.

Increased efficiency in routing of reports and information has resulted in a substantial savings in telephone and telegraph expenses.

More careful management within departments and better utilization of materials, together with the better cooperation of workers, produced a marked decrease in scrap materials.

Another item, necessarily of a fixed nature and more difficult to control, was closely studied and through the cooperation of all personnel, *utilities expenses decreased better than four per cent.*



Through close supervision, practising preventive maintenance and proper use of all equipment, *cost of maintenance supplies, such as tools, machinery, dies, etc., was reduced substantially.*

*Operating supplies usage of all kinds decreased.*

Realignment of working personnel and combining of operations, brought about *greater efficiency and decreased our non-productive costs.*

In closing, only through the full concerted effort of all club members and personnel working toward a common goal, could we bring about the realization of success in a program such as this.

To this end we accept our responsibilities.

Yours sincerely,

NASH KELVINATOR  
MANAGEMENT CLUB  
Frank Kelly, President

The Nash-Kelvinator Management Club, Grand Rapids, Mich., has 177 members and was chartered by the NAF on December 10, 1947. Citations are not new experiences to this club, which has been awarded first place Zone H awards in 1951, 1952 and 1953. The club has also been approved for NAF Standard of Excellence awards for 1951, 1952 and 1953.





**QUEENS BOROUGH PRESIDENT PRESENTS FIRST M. H. PALMER AWARD**—The Honorable James Lundy, president of the borough of Queens, New York, N. Y., second from right, presents the first Morris H. Palmer memorial plaque to Roy Bryant, its 1953 recipient. At left is Paul D. Hursh, general manager of Durkee Famous Foods division of The Glidden Co., and at right is James R. Miller, president of the Queens County Management Club.

## Queens County Management Club Inaugurates Memorial Award

Queens County, New York—Dedicated to the memory of the 1946-47 Queens County Management Club president, an annual memorial plaque award is being presented by the club to an individual or a company "exemplifying the highest ideals and accomplishments in the field of industrial management." Morris H. Palmer, for whom the award is named, was director of manufacturing and research for The Glidden Co. and member of the Queens County club for 14 years prior to his death in an automobile accident in 1952.

Although the award is sponsored by the Durkee Famous Foods division of The Glidden Co., the annual selection of the management man to be honored is left completely to the Queens County Management Club, with which the company is affiliated.

The first Morris H. Palmer memorial award was recently presented to Roy Bryant, assistant purchasing director for Durkee Famous Foods, by the

club. Mr. Bryant, a former NAF vice president and director, is a World War I veteran decorated by the French, English and American governments, and was a member of one of Rear Admiral Richard Byrd's Arctic expeditions. Formerly personnel supervisor for Durkee Famous Foods, Mr. Bryant has been associated with the company for twelve years.

Mr. Bryant was named recipient of the first plaque because of his personification of the good management leadership principles advocated by Mr. Palmer, for his devotion to civic and industrial leadership duties, and for his activities in behalf of the NAF and the Queens County Management Club.

Any member of the Queens County club may nominate a member of the management profession or any company within the membership scope of the club, for consideration for the award. A committee made up of all living past presidents of the Queens County Management Club names the award winner.

Following the presentation of the first Morris H. Palmer plaque to Mr. Bryant, the president of the Queens County Management Club, James R. Miller, sent Mr. Palmer's widow an NAF club past president's certificate and pin which were posthumously awarded the late club leader.

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# We sold our business to our key employees

By Robert Hamilton, President  
The Dumore Company, Inc.  
Racine, Wisconsin

**T**HIS is an unusual story. It's the sort of thing that could only happen here in America. To people abroad who think of us capitalists as a group of top-hatted, striped-trousered opportunists, the story would be incredible. Yet, every bit of it is true.

Here's how it goes: My family had been managing the Dumore Company for years. Actually, however, the controlling stock was owned by outsiders who knew nothing about the business. We decided to buy up as much of their stock as we could pry loose and we eventually got all but 3 per cent. But we didn't stop there. Though we now owned the firm as well as managed it, we turned around and offered our employees enough shares of stock to give them complete control.

What's more, we didn't do this as an empty gesture, figuring that they wouldn't have enough cash to take advantage of the bargain. This was no mechanical employee relations gambit. If our foremen and the men under them didn't have the ready money socked away, we lent it to them. And in those days (the time was 1942), the deal was

pretty much on a few dollars down, a few dollars a week basis. Our employees bought enough to leave the top management group with only about 25 per cent of the stock. As a result, for the last 14 years we have been factually, as well as in spirit, running the business for our workers. And even more important, our foremen, supervisors, and top management are all working for each other.

Every once in a while, someone says to me "Look, you've worked yourself into a ticklish situation. When 72 per cent of your stock is owned by employees, don't you feel a little like a man on the spot?"

My answer to that is a positive yes. As president, I'm on the spot like a captain of a football team and it's my job to call the right signals. But the key fact is that now at Dumore we have a co-operating team welded together by more than a weekly paycheck. We're not just working together; we're *thinking* together. As any foreman and any other management man knows, that makes all the difference in the world.

Let's take an example. Look at a typical stockholders' meet-

ing, in itself an inspiring proof of industrial democracy at work. In the average meeting company management is in a situation where it must explain the results of a year's operations to stockholders who may not know beans about the business.

Now look at our stockholder meetings. The room is filled with people we work with throughout the year. The problems we talk about are their problems. We've picked each other's brains to solve them and we've done some sweating, too. There can't possibly be two sides to the story—management's and the stockholders—there is only one story and we've written it together. At Dumore, in other words, the stockholder's meeting is a time when we sit down and appraise the results of our own performance.

By now you've gathered that we have tasted our recipe and found it good. But how do we know it is good?

It is not easy to measure the results of a plan like this in quantitative terms. It's like picking a wife—quality counts more than quantity. But some of the results, and we think they are

(Continued on Page 26)



**JUNE 7-11, 1954**

Management Unity Seminar  
Dayton, Ohio

**AUGUST 23-27, 1954**

Management Unity Seminar  
Dayton, Ohio

**SEPTEMBER 22-25, 1954**

31st Annual NAF Convention  
Cincinnati, Ohio

**OCTOBER 11-15, 1954**

Management Unity Seminar  
Dayton, Ohio

**DECEMBER 6-10, 1954**

Management Unity Seminar  
Dayton, Ohio

## ALABAMA AREA COUNCIL

(Continued from Page 10)

**Turning a Grievance Into An Asset** was Michael Ruggieri, general manager of the Manufacturing Div. of the Joslyn Manufacturing and Supply Co. The meeting was under the direction of Buel B. Warren, assistant works manager for American Cast Iron Pipe Co.

Final session—**How to Hold An Effective Meeting**—was headed by Raymond F. Monsalvatge, NAF manager of club service and promotion. Edward J. Warwick, plant manager of Anderson Brass Works, served as chairman.

Officers of the Alabama Council include: V. P. Jiminez, Birmingham Slag Co., chairman; Joseph Jernigan, Continental Gin Co., vice-chairman; and O. J. Marcum, Alabama Power Co., secretary-treasurer. Felix Wood, Alabama Power Co., served as general chairman of the regional conference.

YOU CAN usually avoid criticism if you say nothing, do nothing and are nothing.

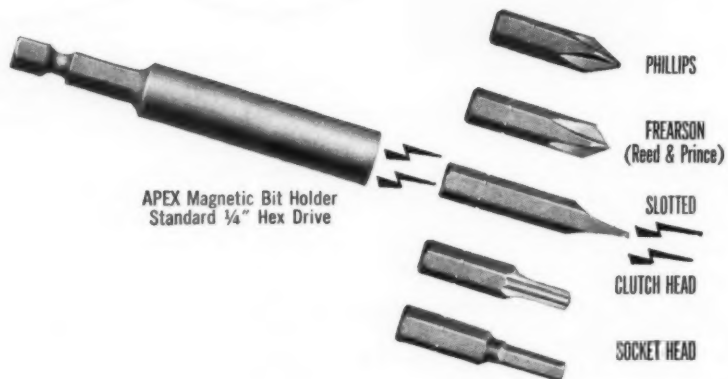
# NOW!

*new speed and economy—  
added ease and convenience—*

## APEX

## MAGNETIC BIT HOLDERS

*and  
INSERT BITS*



Any Apex magnetic bit holder will accommodate a full range of Apex insert bits. All bits are easily and quickly interchanged in the holder, permitting a minimum bit inventory to cover most screwdriving requirements. Insert bits "float" slightly in the holder to provide easier alignment with screw recess and to reduce bit wear. Insert bits may be economically discarded when worn; bit holders last indefinitely.

*Available for power, spiral and hand drivers*



APEX Magnetic Hand Driver  
Standard Length, Superloid Handle

Manufactured under Patent Nos. 2,550,775—2,522,217

**Originators and Pioneer Developers  
of Bit Holders and Insert Bits**

Non-Magnetic Bit Holders,  
Power Bits, Hand Drivers, Offset  
Drivers, Finder Sleeve Assemblies,  
Combination Hand Screw Drivers,  
Service Drive Bit Holders and Bits.

for your production

screwdriving and nut running!

# APEX

**MAGNETIC  
SOCKETS**

Apex MAGNETIC Bit Holders and Sockets place screwdriving and nut running among the simplest and fastest of all production operations. Your tool operators gain a new dexterity that eliminates costly lost time and motion when starting screws and nuts. Apex MAGNETIC operation is at its best in those hard-to-reach spots, even permits working straight down when necessary.

A permanent magnet in bit holders and sockets holds the screw or nut firmly in position. Bit holders have a bit retaining ring to keep the insert bit in place. This patented Apex construction prevents insert bits from pulling out of holder when in operation.

Apex offers the speed, economy, ease and convenience of a complete MAGNETIC operation for every production screwdriving and nut running application. Start *now* to reduce your driving and fastening costs by getting the facts about Apex MAGNETIC screwdriving and nut running.

## for Sheet Metal Screws



Available with broached openings from  $\frac{1}{4}$ " to  $\frac{3}{8}$ ", for driving sheet metal screws, hardened and commercial cap screws.

## for Hex Head Nuts



Available with broached openings from  $\frac{1}{4}$ " to  $\frac{3}{8}$ ", for running hex head nuts, bolts, pal nuts, etc.

Apex Magnetic Sockets, for use with power, spiral and hand drivers, have a permanent magnet which holds the screw or nut firmly in position. Saves time in starting and fastening work in hard-to-reach areas, permits one-hand operation when necessary.

## CATALOG 21

The authority on screwdriving and nut running tools, includes complete listing, specifications, prices. 56 illustrated pages. Write, on your company letterhead please, for your copy.

# APEX TOOLS

**MAGNETIC** bit holders, sockets

THE APEX MACHINE & TOOL COMPANY  
1035 S. Patterson Blvd., Dayton 2, Ohio

# NAF in Action

Major General John B. Montgomery, Commanding General of the Eighth Air Force, spoke to approximately 800 members of the Convair Management club during the annual "Air Force Appreciation Day" meeting at Fort Worth. "Strategic Air Power—Yesterday and Today" was his subject.

\* \* \*

Two hundred and ten club members made and lost fortunes (in play money) at the gambling tables when the Marion (City) Foremen's Club held its annual fish fry.

\* \* \*

"What's in Store for '54" was the title of a recent meeting of the Surface Combustion Management Club of Columbus. More than 100 members and guests attended.

\* \* \*

Walter A. Bierman has been elected president of the NAF Chicagoland Council. As president, he will coordinate the activities of NAF presidents in 25 Chicagoland area industries. Mr. Bierman is general wire foreman at Inland Steel Company's Indiana Harbor Works.

\* \* \*

Spang-Chalfant Supervisors' Association of Ambridge, Pa. has announced the inauguration of a \$100 Scholarship Award to be presented to a son, daughter, or dependent of an Ambridge plant employee.

\* \* \*

The April 20 meeting of the Nickey Brothers NAF Management Club, Memphis, Tenn., was a star-studded affair. In addition to Robert Lick, MANAGE advertising-business manager, presenting the club with the second "Management Team of the Month" plaque ever awarded, Samuel Nickey Jr., company executive vice-president, received for the employee body a safety award from the Liberty Mutual Insurance Co. The safety award was for almost one and one-half million man-hours worked (May, 1952, to April, 1953) without a lost-time accident. It was the company's highest safety award and the second highest honor ever paid any industry in the South by Liberty Mutual.



By J. Francis Carle  
Educational Director  
Lincoln Extension Institute  
Cleveland, Ohio

**A**NY business thrives and becomes successful according to what it "gives" and not what it "gets." People who come into contact with a company remember it longest for its products, its service, and the dependability of its dealings.

This same basic principle applies with equal importance to the individuals who are part of a company. In the same way that the prosperity of a company is largely dependent on the satisfaction of its customers, so is the position of each employee dependent on the satisfaction of his superiors. This satisfaction is based on the employee's desire to give to the utmost of his ability and capacity.

Employers have long regarded the willingness of an employee to sacrifice spare time to the dedication of increased education as strong evidence of a desire for self-improvement. Attendance in company-sponsored training programs . . . spare time attendance in high schools and colleges . . . and guided learning through planned programs of home study . . . are always looked upon with favor.

While much is known about company-sponsored and college

extension courses, home-study education is often overlooked as a means for such self-improvement.

Experience has shown that the participation in home-study learning is not confined to those who have not completed formal education. Many top executives, most of whom have college or other formal education, still carry on some systematic form of extended learning.

Testimony to the value of home-study training is found in its many famous graduates, who include Captain Eddie Rickenbacker, Arthur Godfrey, Senator W. Stuart Symington, John Garand (inventor of the M-4 rifle), and many others.

#### What Management Thinks

The attitude of company management towards enrollment in home-study courses as a means of advancement is reflected in the following statement made by Robert F. Smith, Supervisor of Training, Ryan Aeronautical Co:

"We have long felt that the home-study courses offered by established and reputable institutions in this country have done a great deal to help prepare men and women in industry to move up to positions of increased responsibility in management."

Whenever the results of home-study are recognized, management invariably gives its most

**SHOWN AT LEFT** is Russell B. Hoover, an employee in the electrical engineering department of Armco Steel Corp., Butler, Pa. Mr. Hoover, who was seriously injured in an accident, has been continuing his home study courses and proving himself a valuable and highly capable employee.

## Home Study Courses

enthusiastic approval. An official of the Robertshaw Thermostat Division of Robertshaw-Fulton Controls Co., in a recent letter stated: ". . . I have received your student progress reports at various intervals regarding our employee, William S. Thomas. I have given these reports much consideration and believe you would be interested to know that Mr. Thomas has been promoted from his job as group leader and is now serving in a supervisory capacity. . . ."

#### Case Examples

An example of a man, who was able to increase his capacity to "give" to his company, is that of Herbert E. Boitscha. In only 13 years with his company, he rose from a serviceman's job to a vice-presidency.

In 1940, Mr. Boitscha was employed by the Bettendorf Co., Bettendorf, Iowa, as a serviceman in the company's Oil Burner Division. He showed evidence that his attitude toward his job was one of "wanting to give more than was expected." Combining alertness and ingenuity, Boitscha saw and reported to his superiors, ways in which the Bettendorf Oil Burner could be improved.

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Many of his suggestions were followed, with a resulting improvement in his company's product.

Eventually, Bettendorf's Oil Burner Division was sold to the Lennox Furnace Co., and was moved to Marshalltown, Iowa. Mr. Boitscha remained with his first employer, in a job in the machine shop. He continued his valuable suggestions for changing, eliminating or improving production processes. His fellow employees elected him to represent them on the company's labor-management committee.

Not content with standing pat on his abilities, Boitscha concluded that advanced studies

(by the Lincoln Extension Institute). . . ."

Sometimes, the road to success is barricaded by personal tragedy. However, even in the face of staggering odds, a man with ambition and a desire to serve his employer beyond usually accepted requirements, is assured eventual success. A prime example of such a man is Russell B. Hoover, of the Armco Steel Corp., Butler, Pa.

In 1951, Hoover's legs were pinned under a 1,700-lb. coil which slid from a self-tilting hydraulic table. His left leg was amputated below the knee and his right leg was broken in five places. In addition, two ribs

the company's electrical engineering department, and another additional course of training has been set up for him by the company.

Plans for the future are many. In spite of his lack of early formal education, (Hoover was unable to complete high school), he is snapping up every bit of available knowledge in his chosen field. In the meantime, he continues to give Armco extra dividends.

In the last three years, Hoover has submitted a total of 13 suggestions for plant improvement. Of these, eight have now been put into practice. Most of his suggestions have concerned a subject now very close to him . . . safety.

As indicated, home-study is one of the most important and often overlooked factors in American education. The men discussed are only a few of the approximately 2,000,000 persons who are using this method of study. Its popularity is due to several factors. For example: 1. Home-study provides a means whereby the individual can acquire an education which might otherwise be denied him. 2. Home-study permits the individual to hold a regular job while receiving his education (a perfect example of schooling and on-the-job training). 3. The trainee can, through convenient and practical means, write his instructors as often as he wants about any part of his lesson material he does not understand, and receive necessary personal attention. However, in many instances, the trainee literally forces himself to solve many of his own problems . . . a trait that is most vital to effective education. 4. A student can study when and where he pleases.

All of these men have several things in common. One, they are all imbued with an insatiable desire to advance. And two, they have tried, at all times, to "give" more to their jobs than they received. Home-study, with its many advantages, played no small part in the success of every one of them.

## Courses Provide Bright Future

would be of value, and enrolled in the Lincoln Extension Institute. Then followed several years of hard work in the machine shop and at home with his extension studies. During that time Mr. Boitscha laid the ground work for the successive promotions which followed. His advancements were: A machine specialist, machine shop foreman, assistant superintendent and finally, plant superintendent.

Today, still showing the same forward thinking, Herbert E. Boitscha is a vice-president and director of the Bettendorf Bakery Equipment Co., successor to the firm with which he began. His company is now the world's largest manufacturer of slicing blades.

From laborer to top management, Boitscha's philosophy has been the same. His attitude toward himself, his fellow workers, and his company can best be revealed in his own words. . . .

" . . . With respect to the development of personnel under my direction, I want to pay tribute to the loyalty and outstanding ability of my department heads and to the confidence and support at all times accorded me

were cracked, and there was a two-inch crack in his collar bone. Hoover was given only a 50-50 chance to live.

Ironically, the hospital to which he was rushed was the same one in which his wife had given birth to their first child, only hours before. A week later, his chance for survival was greatly improved, but the possibility of his ever walking again was considered extremely remote. At best, he was told, he could hope to walk in no less than a year.

Hoover wasted little time in self-pity. His determination to overcome any odds was an important factor in an amazing recovery. In three months and nine days, he was walking with crutches . . . and in four and one-half months, with an artificial leg without crutches. After an absence of five and one-half months, Hoover was back at work at Armco.

Prior to his accident, Hoover had been enrolled in a home-study program. Even at that time, the training department of his company recognized the fact that he was an employee with an unusual interest in his job.

Today, Hoover is working in



**STEP RIGHT OUT OF THAT TV SET, HONEY**—Bernadine Read, featured soprano vocalist on the Fred Waring television show, is, according to the **MANAGE** Magazine staff, the most beautiful and talented influence on television today. The staff went even further and voted her "the TV personality we would most like to have step out of our TV sets and into our editorial office."



**"HUMAN RELATIONS CLINIC" IS SUCCESSFUL**—Greeting author and lecturer Harvey Stowers (left) is J. A. Howard, chairman of the Management Development Committee, Lockheed Management Club of Burbank, Calif. More than 500 persons enrolled for a lecture series presented by Mr. Stowers, author of the McGraw-Hill best seller, "Management Can Be Human." The series was sponsored by the Lockheed club.



**DAYTON FOREMAN'S CLUB SETS ALL-ORD**—The Foreman's Club of Dayton member Raymond M. Rakar, left, on April 22 set an all-time 34-year-old professional management organization record by signing up this year by C. O. Hutchens, shown right pinning an NAACP membership vice-president of the Dayton Foreman's Club. Pictured in the center above is Glen Massman, executive secretary who recently observed his 500th new member to be signed up this year by C. O. Hutchens, membership vice-president of the Dayton Foreman's Club. Mr. Rakar, a former professional assistant employment supervisor at Moraine Motors Corporation, Dayton.



**PRESENTATION** of the first MANAGE Magazine "Management Team of the Month" award was to The Formica Foremen's Business Club. Making the presentation (inset) to Edward Thorne, president, (left) is R. J. Lick, MANAGE advertising manager. In background is William D. Fentress, company personnel manager. Back row: Robert Fellerman, Vernon Brock, William Cook, Walter W. Beinhart, Mr. Lick, Rodney Huber (Tool Steel Management Club), and Charles Nelson, NAF area manager. Front row: George Power, Albert R. Mueller, James Saunders, Mr. Thorne, George Tomlinson and George Giesler.



**CLUB SETS ALL-TIME MEMBERSHIP RECORD**—The Dayton membership application made by April 22 set an all-time membership record for management organization. Rakar also was the first to be named this year by the membership drive headed by Mr. Rakar. Mr. Rakar, president of the Dayton club, is a general supervisor of General Motors Corporation, Dayton. Mr. Rakar is Glen Massman, Foreman's Club of Dayton. Mr. Rakar recently observed his tenth anniversary as operator. Mr. Rakar, a former professional baseball shortstop, is now a supervisor at Moraine Products division of General Motors.

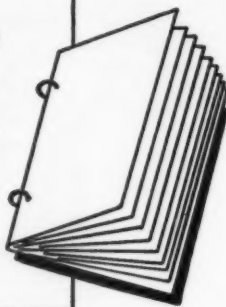


**C. G. C. SUPERVISORS' CLUB HAVE DINNER MEETING**—Supervisors of the Continental Gin Co. installed club officers and heard an address by John J. Tigert, Pan American Airways, Miami, Fla. at their recent meeting. Left to right, seated, are David Vaughtner, Eastern Air Lines pilot; T. Etheridge Gilliam, club vice-president; Merrill E. Pratt, president, Continental Gin Co.; Mr. Tigert; and George W. Woodruff, chairman of the board of directors, Continental Gin Co. Standing, left to right, are, Irvin Canon, club treasurer; E. W. Woodruff, program chairman; R. O. Kimbro, immediate past president of the club and J. V. Kappler, area manager of the NAF. Not present for the picture were Aubrey M. Garrison, club president and R. C. Kirkpatrick, club secretary.



# BUSINESS NOTEBOOK

by William M. Freeman



**T**WO BIG WORRIES seem to bother most people: Too much fat and not enough money. Some medical evidence has been introduced to indicate that the two are tied together. It seems "money sickness," meaning how one feels about money, its presence or its absence, is the basis of what a learned paper at a meeting of the American Association for the Advancement of Science called "the most common psychosomatic illness of our times."

Physical or emotional disturbances of various types are linked not to lack of money but to how it is regarded by the individual—misers, gamblers, compulsive bargain hunters who want the bargain rather than the product itself, people who are extremely careful with their own money but the opposite on a company expense account. All of these have some type of "money sickness."

As a matter of fact, this thinking is not especially new. What is new is its recognition by the scientific people. All of us know that plenty of money would not cure our troubles. We just want to *try* this remedy and make sure of it, in order to be unhappy comfortably. While there is no cure for dollar doldrums, there is a—

## Fat Cure

—that consists merely of going on a diet of beer, cola drinks and sugar, along with bread and potatoes. At any rate, that's the testimony of the producers of these items of food. One and all, they state in big type in advertising that their products have fewer calories and produce the trim waistline, the sparkling eye and the intangibles that bring about what the advertisers, with an eye on the Federal Trade Commission and the American Medical Association, call "new interest in life." (They are talking about sex, but they don't like to say so.)

It is the private opinion of this corner, backed by no research at all, that fatty tissue is the product of too much food (i.e., too many calories) and nothing else. If the eating is compulsive, for lack of something better to do, all that's needed is to realize it. Simple, isn't it? (Try it.)

## The No. 1 Customer

Do you do business with the government? What's the customer's credit rating? And how about the *cash* rating?

Here's what happened with the United States Lines, big shipping operator, in dealing with that customer, who has a way of making his own rules: Although U. S. Lines earned an estimated \$6,500,000 in 1953, which is equivalent to \$4.30 a share, it did not have enough cash to pay the regular 50-cent dividend.

The problem, it was explained by John M. Franklin, president, is the government's delay in making payments due under operating contracts. As of Dec. 31, 1953, the government owed U. S. Lines some \$25,000,000, part of it dating back to 1948.

Does all of that make your own problems seem any easier?

The way official Washington operates recalls the order the Office of Price Stabilization put out in 1951 when it decontrolled tombstones. It said its action was taken because the stones had no appreciable effect on the cost of living.

## Initialitis

Speaking of Washington, the disease known as Initialitis is still making the rounds. The Pentagon is using the initials UFO for "unidentified flying objects." It seems the UFO (no longer known as saucers) are still around and in larger numbers. This worries the high officers, but not as much, of course, as it would if the UFO were known by last year's name of just plain everyday flying saucers.

## Into the Future

Here's a recipe for success: Imagine you are living in the year 2,000 A.D. (That year isn't so very far away, come to think of it.) Then:

"My idea," says Julius Stulman, president of the Stulman-Emrick Lumber Company of Brooklyn, biggest lumber depot in the northeast, "is to try to figure out how I would act and what I would do if I were actually in that year."

And it works!

Thirty years ago, when Mr. Stulman, then 17, started as a lumber salesman for the company he now heads, he decided to leap frog (as he put it) over the fact that he lacked personal contact with the customers. He called them all up, one after another, and in a few hours he had gone halfway through the list—and made himself \$350 in commissions.

On a global scale, he suggests that India, which he has studied intensively, should spend less time trying to catch up with the west, but should concentrate on such matters as solar energy, oceanography, helicopter trans-

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portation and other undeveloped areas of scientific thought in which the great nation to the east would be on even terms with the west.

It all sounds like quite an idea. At a matter of fact, an adaptation of it seems to have been adopted for—

#### Aid Abroad

—that can help such a country as India not only to stay in the race but move forward. The United States has allotted \$25,-500,000 to India for the purchase of 240,000 tons of steel. The metal is to be used in shipbuilding and repairs, building of railroad cars and for various similar uses.

India, chronically a have-not nation, with a population of 400,-

000,000 at a low subsistence level, is to have, in effect, a helping hand in its industrialization. The money could have been spent for shipments of dried milk, flour, beef and the like. Instead, a leapfrogging operation was decided on, very much like the Stulman concept. The money was earmarked, through the technical cooperation program of the Foreign Operations Administration, for the purchase of materials that will help to make India self-sufficient.

#### Color

Adding color to a black-and-white television picture tube is difficult enough. Adding color to the commercials is worse, because, speaking very generally, there is more temperament

among the creators and the artists than there is among the technicians who make the whole thing possible.

Example: A one-minute color TV commercial for Pall Mall Cigarettes took 8,000 feet of film —3,000 for black-and-white use, 5,000 for color. A staff of seven designed the set and costumes. The set took three days to build. Twenty-nine ashtrays were tried before one was found whose color did not clash with the shade of red in the cigarette package. The shooting took thirty persons, in addition to six actors, over a twelve-hour period, following as much time again for lighting the set properly.

It all helps to explain why advertising on television is an expensive proposition.

## Club Honors Deceased Members

*Buffalo, N. Y.*—Dedication of a plaque in memory of deceased club members was one of the main events when the 1848 Foremen's Club of Pratt & Letchworth held their fifth annual Ladies' Night.

The walnut plaque has borders of maple and walnut. The nameplates are bronze. Walnut used in the creation of the plaque was taken from a bed which was brought from England on a sailing vessel during the early 1700's. It has a great deal of significance for George Wilson (past club president) its designer, for he and the two generations of his family before him, were born in the bed.

Mr. Wilson made the presentation of the plaque which was unveiled by Edwin Pearce, club president.

Names of the deceased members which appear on the plaque are: James Begley, Paul Houck, John Gryzbek, Joseph Laffey, Walter Whitney, Dr. William Handel, George Overs, Michael Connelly and Walter Gearhart.

Another highlight of the program was a talk by Miss Bernice Goetz. Her subject was "Jungles Can Be Jolly." Entertainment was provided by vocalists Joseph Przybyla and Sally Bickelman, accompanied by Harriet Giess; Harry Morlock, magician; and Salvatore Ricupito, accordionist.

Ralph W. Tatro, chairman of the Ladies' Night program, served as toastmaster and gave the address of welcome. It was followed with a response by Mrs. Lois Knaggs. John Hynd gave the invocation.

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**UNVEILING**  
PLAQUE honoring deceased members of the 1848 Foremen's Club of Pratt & Letchworth is club president, Edwin Pearce. Standing behind him is former president, George Wilson, who made the plaque (shown in inset).



## IS THE SIXTH AMENDMENT OLD-FASHIONED?

**I**T is common practice today to look upon the Constitution of the United States as an old-fashioned, cumbersome instrument that frequently gets in the way of modern, streamlined socioeconomic "inventions" that could cure all of our ills were they not "unconstitutional."

If you have followed this series of articles, you will know that we have been examining the different parts of the Constitution to see if this document by which we live still has real meaning and importance to the American people.

This particular article concerns the Sixth Amendment, which begins with these words: "*In all criminal prosecutions the accused shall enjoy the right to a speedy and public trial.*"

You might easily get the impression that this is an unimportant right because this crude violation of basic human rights just couldn't happen in this day and age.

But the fact remains that in this day and age *most of the people alive still can be thrown into jail and held without trial.*

The wise men who wrote our Constitution had a great knowledge of the history of government and a great knowledge of the dangers to freedom always present in government-by-executive-decision rather than government-by-written-law.

In writing down the conditions of their freedom, they took no chances: they "dotted every i and crossed every t."

They believed that even the most honest, public spirited, and virtuous administration should be hedged around with restrictive provisions that would prevent the possibility that rule-by-man might supplant rule-by-law.

Those who say that our Constitution is a handicap to the prompt and efficient solution of national problems are correct.

In fact, the Constitution was deliberately written so that it would be a "drag" on quick decisions because its authors well knew that most of the governmental mistakes recorded in history happened as a result of "snap judgment."

They thought (and in this we agree) that *temporary* inconvenience and suffering are to be preferred to *permanent* loss of liberty.

They thought (and in this we also agree) that the "blood, sweat, and tears" involved in regaining liberty is immeasurably greater than the occasional suffering that inevitably arises in the exercise of liberty.

But those who say that our Constitution is "old-fashioned" are either ignorant or deceitful, because it is the newest, youngest, most modern device to solve the oldest, meanest, and most persistent problem of mankind: *how to have a government strong enough to protect the people's freedom without being strong enough to destroy the people's freedom.*

It is not perfect, but it is *closer to being perfect* than any other framework of government.



# Management on Review

## SCHOLARSHIP AWARD PLANNED BY ST. REGIS

Deferiet, N. Y.—Plans are underway by the St. Regis Foremen's Club of Deferiet to present an annual scholarship award to a son or daughter of a Deferiet Mill employee. Selection of the winner of the award will be made by the Scholarship committee. Both scholastic and personal qualifications will be considered. Members of the committee include J. W. Hurley, chairman, and R. J. Murtaugh, both of Deferiet, and H. R. Emery of Black River.

NAF club presidents are urged to submit their 500-word entries for the MANAGE Magazine "Management Team of the Month" awards. Since only one award will be made per month, every entry will be considered for an award for two years from date of receipt. Clubs may submit as many different entries as they desire, and projects may be described which have occurred at any time since the club's affiliation with The National Association of Foremen.



**NATIONAL CITATION TO MANAGE MAGAZINE**—Pat Hazen, right, assistant editor of MANAGE Magazine, shows NAF executive vice-president James E. Bathurst the citation awarded the publication by The Advertising Council, Inc. for contributing "materially to America's economic strength, to its defense program, and to the security and independence of the individual citizen. . . ." MANAGE Magazine has cooperated with The Advertising Council, Inc., in supporting such Advertising Council campaigns as U. S. Defense Bonds, American Economic System, Stop Accidents, Scrap Iron and Steel Shortage, Armed Forces Blood Program, the 1952 Register and Vote Program, Engineers Wanted and Civil Defense.

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## NAF CLUBS PARTICIPATE IN SAFETY CONFERENCE

Pittsburgh, Pa.—For the sixth consecutive year, the Western Pennsylvania Affiliated Clubs of the NAF participated in Western Pennsylvania's Safety Engineering Conference and Exhibit.

Featured speakers included Harry A. Collins, plant manager, and William G. White, general foreman, Blaw-Knox Equipment Division, and NAF Zone D vice-president.

Heppenstall Foremen's Club presented a panel discussion on "Safety in the Iron and Steel Industry." Featured were C. W. McQuiston, director of personnel; William P. Kendall, director of safety; and Vincent P. McLaughlin, superintendent, and president of the Heppenstall Club.

Chairman was P. L. Wise, director of safety, Blaw-Knox Equipment Division and president of Allegheny-Kiski Valley Safety Council. Session was arranged by John C. Smith who was appointed by David W. Vandevort, president of the Affiliated Clubs.

John C. Smith

## New NAF Clubs

**SOUTHEAST DIVISION SUPERVISOR'S CLUB OF THE ALABAMA POWER COMPANY**  
Alabama Power Co.  
Eufaula, Ala.

**HUSSMANN CANADA MANAGEMENT CLUB**

Hussmann Refrigerator Co. Limited  
Brantford, Ontario, Canada

**SYLVANIA MANAGEMENT CLUB OF PUERTO RICO**

Sylvania Electric of Puerto Rico Inc.  
Santurce, Puerto Rico

**MT. GILEAD FOREMEN'S CLUB**  
Mount Gilead, Ohio





**LEADERS OF THE FIRST ANNUAL MANAGEMENT CONFERENCE** sponsored by the Southern West Virginia Council of NAF Clubs and Morris Harvey College are shown talking with Fred Smith (right), vice-president of the Gruen Watch Co. Seated, left to right, are: Harry G. Kennedy, executive secretary of the Kanawha Coal Operators Assn.; John Fleming, Joy Manufacturing Co. official; William F. Johnston, safety supervisor for Armco Steel Co.; E. Madison Grant, American Viscose Corp. training supervisor; Dr. William Levy, NAF executive director of Management Development; and Mr. Smith. Standing are Harry Tibbs, general manager, Truax-Traer Coal Co.; G. E. Kitchen, assistant general superintendent, Carbon Fuel Co.; J. S. Chapman, Armco Steel Corp. mining division official; L. Newton Thomas, Carbon Fuel president; J. E. Corr, Viscose Management Club official and C. A. Riffe, who presided at the first general assembly.

Charleston, W. Va.—“Management Men Must Manage” was the theme of the first annual Management Conference sponsored by the Southern West Virginia Council of NAF Clubs and Morris Harvey College.

Three hundred and twenty-five management men heard Fred Smith, vice-president of the Gruen Watch Co., point out that “Management is the difference between success and failure in any business.” His address was entitled “The Art of Togetherness.” Mr. Smith was introduced by L. M. Thomas, president, Carbon Fuel Co.

Charles E. Hodges, managing director, Charleston Chamber of Commerce, delivered a dynamic approach to the conference theme in his keynote speech. He was presented to the group by Julian F. Murrin, plant manager, American Viscose Corp.

The group was welcomed to the conference by Dr. Leonard

## Management Men Must Manage



**PLANNING AND INITIATING THE FIRST ANNUAL MANAGEMENT CONFERENCE** were representatives of the American Viscose Management Club, Armco Mining Division Foreman's Club, Carbon Fuel Co. Foreman's Club, and the Truax-Traer Management Club. Kneeling, left to right, are: Lee Stevens, Charles Riffe, and Clarence Schowen. (Viscose); Samuel Kraft, (Truax-Traer), and Hayes Eppert (Viscose). Standing are Prof. W. W. Reynolds, (Morris Harvey College); James Corr, (Viscose); Homer Webb, (Armco); W. J. Bottomlee, (Carbon Fuel); J. S. Chapman, (Armco); Joseph Cannon, (Truax-Traer), and A. L. Peak, (Carbon Fuel). Not present for the photo were James Crewson, (Viscose); C. W. Bartlett, (Armco), and E. R. Templeton, (Truax-Traer).

Riggelman, president of Morris Harvey College, and the invocation was given by the Rev. Winton R. Houck.

A series of five sectional conferences were conducted throughout the afternoon. Harry G. Kennedy, executive secretary, Kanawha Coal Operators Association, served as leader of the conference on **Labor Relations in the Coal Mining Industry**. Chairman was H. M. Tibbs, general manager of the Truax-Traer Coal Company.

**Preventive Maintenance in the Coal Mining Industry** was chairmanned by G. E. Kitchen, assistant general superintendent, Carbon Fuel Coal Co. R. T. Hair, factory service manager, Joy Manufacturing Co., was the leader.

Heading the conference on **Management Must Be a Profession** was Dr. William Levy, NAF executive director of management development. M. V. Ride-

(Continued on Page 26)



"Men are more important than tools.  
If you don't believe so, put a good  
tool in the hands of a poor workman."

## Give the *OTHER* Fellow the Marble

. . . *make him feel important*

BY WILLIAM LEVY

I'M CONFIDENT that many of you have enjoyed, just as I have, the talks given by Fred Smith, of Gruen Watch Co., at club meetings, conferences and conventions. On several occasions he has eloquently described the title of this article. I propose to briefly state his point and then expand it with some thoughts that have been cooking in my mind for a long time.

Fred describes a friend of his who, while engaged in conversation, kept rolling a marble in his hand. When questioned as to why, he answered, "Fred, I always had a hard time getting along with people until I learned that more than anything else they wanted to feel important. So I formed the habit of carrying a marble in my pocket and whenever I felt myself slipping into my old habits I would put my hand around the marble and say to myself, 'give the other fellow the marble—make him feel important.'"

Sometimes we are prone to forget the basic truth that all men are important. Consider the fact that everyone is made in the image of God and as such must have an important place in His scheme of things. Unfortunately some management people seem to spend a goodly portion of their time trying to impress the worker with the thought that he is small and relatively unimportant. Maybe you think that if you can create this feeling, the man will work more rapidly and more efficiently. Well, this just *ain't* so. No man in this world is better than the people who work under his direction and without their help he could never make

the grade. Here's a thought that you might consider for a spell. It isn't original with me. If you can be a boss and act as though you were not, if you can be just as pleasant and as agreeable as if you had no authority, if you can get things done with requests rather than demands, you possess one of the real secrets underlying the management of men. Confidence and security don't come from textbooks or rituals. Rather, they are the result of controlling your tongue and your temper, keeping agreements and dealings generously with people. They detest a man who talks out of both sides of his mouth. You can't produce confidence by compulsion. Men cannot be forced to trust. And as Will Rogers so aptly put it—"It's great to be great, but it's greater to be human."

### People Will Die To Save Face

We always refer to the Orientals as placing such emphasis on saving face. Yet, I can assure you that all of us are constantly concerned with maintaining the respect of those whose respect we cherish. In extreme situations, many of us would rather die than lose face. For example, on numerous occasions, while our country was engaged in war a man volunteered or was directed to go into the guns of the enemy. He knew full well that he would probably be killed but rather than have his buddies call him yellow, he went out to be killed.

Most of us know this to be true, and yet, too few of us consider it in our dealings with employees. A foreman will assign

a job to a man in his department and, when it is necessary, tell him how to do it. Sometimes the instructions are not too clear. The foreman, on one of his later rounds, spots the worker and notes that the job isn't done nor of sufficient quality. He immediately jumps down the worker's throat shouting, "Dammit John, didn't I tell you to do it this way?" What happens to John? Naturally, he tries to defend his action. This makes the foreman even angrier and you have a verbal battle. Wouldn't it be much better if the foreman had said, "Maybe I didn't make myself clear, or maybe you didn't understand, but I thought I told you to do it this way." Now the worker has an out. He can say that he didn't understand or that it wasn't clear without losing face in the process. Just remember, you can't antagonize and influence at the same time. Besides, people and mules are much alike in that they can be led when they cannot be driven.

### What We Think Is What We Are

Contrary to popular concept, a person can work on a job considered fairly unimportant and yet feel important. Glen Gardner gave an excellent illustration of this point when he described this situation, "While touring the U. S. Gypsum Company on Staten Island, I was impressed with the following incident. As we stepped on the freight elevator, the superintendent said, 'I want you to meet Tony who has been operating this elevator for over seven

(Continued on Page 29)

## WE SOLD OUR BUSINESS TO OUR KEY EMPLOYEES

(Continued from Page 13)

important, can be measured in terms of numbers. Here are a few of them:

1. Employees are now much more cost-conscious. Because they know they are throwing away part of their dividend check every time they get careless, they *don't get careless*. Our figures on rejects and on machine down-time have all dropped.
2. Ideas for cost-cutting—and how we love them—are being stimulated in greater volume.
3. Employee turnover has diminished, particularly among our foremen, most of whom have a greater stake in the business than the line employees. In fact, some of our skilled foremen have chosen to stay with us even though they have been sorely tempted by offers of larger salaries.
4. We now have a larger list than ever of employees waiting to buy stock. Most of these men joined us after our original sale. They've convinced themselves that a piece of the firm is a good deal.

Even though these quantitative advantages are important, they are only a part of the story. The rest is more intangible and it may be, in the long run, more important.

We've noticed in many ways that since our employees have become owners they have become management-conscious. They no longer think solely in terms of their own jobs and responsibilities. They're interested now in other aspects of the business as well. They want to know the facts and the theory behind our financing, our sales techniques and our advertising and promotion programs. As the longhairs would put it, they are now company-oriented as well as job-centered. In effect, this means that we are building a

pool of potential executives without a complicated executive training program. It's a type of informal on-the-job training.

In a real sense, it's the foremen who are in a position to benefit and learn most from our stock-ownership plan. It's they who are centrally located in management, seeing equally the problems of the top managers as well as the problems of, for example, the lathe operators. Now that they own a slice of the company, they have even more incentive to develop themselves for advancement.

A number of companies have developed economic education programs for their foremen and workers. The end purpose of all of these is to prove by example that our economy is dependent on people working together, that one group is lost without another group to perform the next task. I think these programs are fine, but they always impress me as leaving something out.

When you've finished the course you know in broad terms how the economy operates, but you really don't know what makes your own company tick. You don't know, for example, why the front office continues to fill those unprofitable small orders. You don't know why, when the company already has a treasurer, it decides to hire a controller.

You don't know these intimate facts about the company because the upper reaches of management, for perfectly sound reasons, figures that you can do your job without them. The stockholder has a right to know, however, because management is working with his money. In other words, you talk differently to a stockholder than you can to an employee.

Regardless of the logical reasons for this, the employee winds up with an imperfect concept of his company's operations. At Dumore, we've taken the three teams—management, employees, stockholders—and made them one.

We now have only one story to tell and everybody knows it. If anything puzzles a worker, as part owner he has a right to ask what the score is. And, believe me, this is one right which is roundly exercised!



"So the Industrial Engineering Department demands that all forms be filled out like this one—here in my hand—hey, fellows, this one—hey, fellows!"

## MANAGEMENT MEN MUST MANAGE

(Continued from Page 24)

nour, personnel manager, American Viscose Corp., acted as chairman.

J. S. Chapman, assistant to the division manager, Armco Steel Corp. Mining Div., served as chairman when William F. Johnston, supervisor of Safety and Training, East Work Plant, Armco Steel Corp., led the conference on **Barney Economics**.

**Human Relations—Our Greatest Untapped Asset** was the title of the final conference. Serving as leader was E. Madison Grant, Supervisor of Training, American Viscose Corp., Philadelphia, Pa. Chairman was T. F. Goldthorpe, assistant to the president, Morris Harvey College.



The peacetime industrial use of new materials developed for rockets and guided missiles was a major discussion topic at the Basic Materials Conference held in Chicago May 17-20. Clapp and Poliak, Incorporated were producers of the event.

Board of Directors of Diamond Alkali Co. recently elected Raymond F. Evans as chairman of the board and John A. Sargent as president of the company.

The College of Engineering at Cornell University, Ithaca, N. Y., has been selected as a participant in the annual \$12,000 Dravo Corporation Scholarship Program, in which four schools now are sharing. Other participating institutions, all in Pennsylvania, are the Carnegie Institute of Technology, Lehigh University and the University of Pittsburgh.

Combustible gas detectors for installation in Class I, Group D hazardous locations to analyze and warn of dangerous concentrations of combustible gas have been listed for the first time by Underwriters' Laboratories, Inc. Mine Safety Appliances Company, Pittsburgh, manufacturer of the instruments, announced also that approval of the units was received from Associated Factory Mutual Fire Laboratories.

James M. Kennedy, board chairman of Revere Copper and Brass, Inc., has revealed the purchase of a plant in Lockport, Ill., for the production of Lockseam tube, rolled mouldings and shapes, presently made in the company's Chicago Manufacturing Division.

MANAGE June 1954

Paul B. Brown has been named a member of the board of directors of the Abrasive and Metal Products Co., and has been appointed president and general manager of the Peninsular Grinding Wheel Division and president of the Peninsular Grinding Wheel Sales Corp.

David J. Erikson, who rose in nearly four decades of service from draftsman to president of Hagan Corporation and subsidiary company, announced his retirement at a board of directors meeting. Elected to succeed him was W. W. Hopwood, son of the founder.

William B. Anderson has been named assistant to J. M. McKibbin, vice-president and general manager of consumer products for Westinghouse Electric Corporation, Pittsburgh, Pa.

Seven hundred electrical technical experts from 29 countries and the U. S. will attend the fiftieth anniversary meeting of the International Electrotechnical Commission (IEC) to be held on the campus of the University of Pennsylvania, Philadelphia, Sept. 1-16. Announcement was made by the American Standards Association, the group through which the United States' participation in the event is being carried on.

Kenneth H. Rockey, president of Arma Corp., Garden City and Brooklyn, N. Y., has announced the advancement of Allen W. Walz from Labor Relations Director to Director of Employee Relations. Mr. Walz now has the responsibility for all employee and labor relations of the company.

William H. Mandeville, vice-president, director and chairman of the executive committee of Thatcher Glass Manufacturing Company, Inc., died recently at Palm Springs, Calif.

Stainless steel production figures for 1953 show an all-time high of 1,015,303 tons, according to an announcement made by Richard E. Paret, stainless steel specialist for American Iron and Steel Institute.

F. Jerome Tone, Jr. has been named senior vice-president and Frederick T. Keeler has been appointed director of sales for the Carborundum Co., according to an announcement by General Clinton F. Robinson, company president.

Twenty-seven new service and installation engineers have been assigned to Minneapolis-Honeywell Regulator Company branch offices in 23 United States and Canadian cities, James S. Locke, manager of the company's commercial sales division, has announced.

Lockheed Aircraft Service's Burbank base has been awarded the Sweepstakes Trophy of the National Safety Council by the Greater Los Angeles chapter of the safety organization. This marks the first time that an aviation organization has been recipient of this award since it was put into competition five years ago. Henry H. Ogden, vice-president of LAS, accepted the trophy.

Henry Duckworth, 82, who worked for Notron Co. of Worcester, Mass., for more than 60 years, died recently. He retired as a vice-president January 1, 1953.

Edward S. Graybill of Lancaster, Pa., was elected president of the Acoustical Materials Association at the annual meeting of the national organization held in Chicago.

Richard W. Sternke, 56, NAF director from Wisconsin, died at his home in Thiensville, Wis., on May 6. Mr. Sternke was vice-president and production manager of Lakeside Bridge & Steel Co. He was general convention chairman for the 30th annual NAF convention held in Milwaukee last September. His death was caused by a heart attack which he suffered while recuperating from a surgical operation.



# WESTERN REPORT

BY BILL BARTON

Los Angeles—The thought that the old getting-up cry "Rise and Shine!" may be ruled out for future soldiers, for reasons needing no explanation, is softened here with plans that will help future sleepy-eyed air travelers. After Sept. 15, air visitors here will not need to rise with the first drift of smog to catch an early plane. This blessing is being provided for by Hyatt Robert von Dehn, a Beverly Hills industrialist, who already has had ground broken for a new two-million dollar hotel right across the street from the International Airport. The hotel will offer 70 radiant-heated suites, each with a private look at a swimming pool, continental breakfast in bed and the morning paper. This is to be the Hyatt house, and first of 30 such hotels around the country. Von Dehn reasons that visiting business men want accommodations handy to airports, especially when the airports are near industrial tracts—a common thing in big cities. . .

## MOVIES

Movies may no longer be the biggest part of L. A. economy, but the business is still not to be sniffed at. Well, not unless you like the odor of popcorn . . . Anyway, motion pictures are said to be on their way to their first \$1,000,000,000 profit in nearly 10 years. Record, by the way, is the \$120,000,000 in net returns accumulated in the year 1946-47. Hope for this year is in CinemaScope output like "The Robe," "Knights of the Round Table," "How to Marry a Millionaire" and the success of "From Here to Eternity," "Executive Suite," "Little Boy Lost" and "The High and the Mighty." And there's big hopes in the ready room for

Paramount's VistaVision, plus more CinemaScope and the super wide and deep version of the corn in "Oklahoma!"

Laborwise, the movies are doing better, also. Extras recently won a 5 per cent increase, retro-active to Jan. 2, under an agreement between the AFL Screen Extras Guild and the Association of Motion Picture producers. What does this mean? Among other things, you can expect \$52.50 a day, if you ride a camel or an elephant. Divers who leap from heights of three feet but not over four feet now get \$26.25 a day. And those under four-feet, midgets that is, get \$19.43 a day. . . I nearly overlooked it, but if you only lead the elephant, camel or horse your wage is \$36.75 a day. Just goes to show that you can't lead a horse to water and make enough for yourself to drink champagne. . .

On the darker side in Hollywood—a state of mind in Los Angeles—is word that dashing Jeff Chandler was divorced because he spent too much time sleeping, according to his wife. Another wife, a tall blonde film player, won a divorce on the same complaint. Her sleeping husband, like Jeff Chandler, is well over six feet in height. This kept both sleeping husbands from defending themselves with the plea they were merely short nappers. . . Even more unusual in domestic untranquility among the movie people was the action of stalwart actor Rod Cameron. When his marriage broke up he went home to his mother-in-law. . .

## NO BOUNCE TO THE OUNCE

President J. Allen Carmien of the New Plastic Corp. here believes in "no bounce to the

ounce." So he indicated to Dave Bristow of the Daily Mirror. Reason is his lightweight soft-faced hammers with plastic heads that give dead blows. Carmien claims his company will take over the major share of a \$20,000,000 annual business he forsees. The L. A. firm now gets about \$2,000,000 to \$3,000,000 worth of the business. During its first year (1940) his company produced 180 hammers worth about \$10 apiece. Besides a formula, Carmien has had to develop the machines to produce the hammers, for before he entered the field there weren't any. Now, if he can develop a hammer head that's softer than a thumb. . .

## NO DIVERSIFICATION

John D. Fredericks, president of Pacific Clay Products, doesn't believe in diversification of product. When he took over as president in 1950, his firm had a diversified line of clay products. He eliminated submarginal products and facilities and "concentrated on the single product we were best equipped to make." He upped net income 55 per cent in three years by concentrating on vitrified sewer pipe. A by-product of the procedure, however, was cutting employment nearly in half and disposing of two of the company's four plants. One of the remaining plants, so rebuilt after a fire, is the world's largest sewer tile plant under one roof—10 acres—at Los Nietos. . .

## POPULATION GROWING

Governor Knight told an audience that California's population, growing at the rate of 500,000 annually, is expected to reach 16,500,000 by 1965. He warned the only factor limiting



growth is water or shortage of it. . . Standard Oil Co. of California has announced plans for construction of a multimillion-dollar plant at Richmond for the production of "isophthalic," a new raw material for plastics. Midyear of 1955 is the time set for building the plant for the first commercial production of the chemical intermediate. . . The state government pretended to be surprised to learn some Californians drawing unemployment insurance were spending it and their time around the gaming tables in Las Vegas. . . Lockheed Aircraft Corp. sales and other income in the first quarter this year rose to \$216,367,639 from \$158,286,000 in the same period last year. . . Ryan Aeronautical Co.'s plant in San Diego has started production on a number of Ryan Firebee jet target planes on order from the U. S. Navy. The KDA-1 will be fitted especially with flotation equipment for recovery of the drones at sea. . . North American Aviation has developed a new chemical process for milling of aircraft and guided missile parts without machinery. The chemical milling is to permit new, unconventional designs and not to replace all machining operations. . .

All of Chrysler Corp.'s West Coast automobile assembly and body operations will be consolidated in the Los Angeles plant by the end of the year. This means the closing of the six-year-old assembly plant at San Leandro. . . Most hopeful of all for booming industrialization is Phillip Liebmann, New York brewery executive, who has started a new plant here. He complains California's consumption of beer is well below that of the top six beer-drinking states. Admitting the cool California evenings are a deterrent to heisting, he optimistically says: "The combination of California's growing population and its industrialization is bound to raise the state among the first six. . ." Bringing back the nickel beer would help also. . .

MANAGE June 1954

## Improve your handling of others—your leadership

11 methods top business men use in dealing with others.



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9. Harness criticism to win appreciation
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11. Jingle praise to secure best efforts
12. Know your people to generate harmony
13. Leading—or driving?

For your copy, send your order and check to

**MANAGE MAGAZINE**  
321 W. First St., Dayton 2, Ohio

## GIVE THE OTHER FELLOW THE MARBLE

(Continued from Page 25)

years without a single accident.' The way Tony grinned and stuck out his hand indicated that he was completely sold on his job."

How would you feel if you had to run a freight elevator every day? Up and down. Up and down. Drive you batty. Not Tony. You see, every day he was setting a new record for safety. In addition, this wasn't just a job for Tony. Man, he was the superintendent of perpendicular transportation.

As another illustration, I can refer you to the garment industry in the East. Years ago, when a craftsman made a suit, he made the whole garment. It was a good suit and he was very proud of it. Naturally. He made it. With the advent of mass production, however, the picture changed. Today, the man no longer makes a suit. Instead, he makes the buttonholes. It's pretty hard for him to get excited about making buttonholes. We've got to put the buttonhole *back on the suit*. He has to see his job in its relationship to the entire product. It's up to us to either put a man on a job that he likes or get him to like the job that he's on.

The productive potential of our industrial manpower goes far beyond the wildest dreams of any efficiency expert but it doesn't lend itself to slide-rule manipulation, exhortations or force. If we ever master the art of persuasive management, we'll reach heights in industry hitherto unscaled or unknown. People are still our greatest asset. We must make men want to be greater than they are.

Arriving home earlier than usual, he found his wife in the arms of his best friend. "I love your wife and she loves me," said the friend. "I'll play you a game of cards for her. If I win, you divorce her, if you win, I promise never to see her again. How about gin rummy?" "All right," agreed the husband, "but how about a penny a point to make the game interesting?"

# How would **YOU** have solved this?

**NOTE:** In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than July 3, 1954. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 W. First Street, Dayton 2, Ohio.

## HERE IS THE SUPERVISORY PROBLEM FOR JUNE

Dennis Joness is the supervisor of a group of men in one of the service areas of a large manufacturing concern. The operation has expanded so much that it is necessary to name an assistant.

Through the years, one individual in the group has done an above average job, and although nothing official had been said, Jon Smythe had been considered second in command. From this, one would assume that he would be the logical choice for the assistant.

However, recently, it was necessary to make an addition to the staff, and a college graduate who had several years' experience in the field, was selected. He has done such an outstanding job that Dennis realizes that his qualifications are far superior to Jon's, and that he is the better man.

What would you do if you were in Dennis Joness' position? Choose Jon and bypass the college man with the hope that a second opportunity would present itself? Select the college man? Make both supervisors? Or forget about naming the assistant and get along as best you know how? How would you solve this problem?

## HERE WAS THE SUPERVISORY PROBLEM FOR MAY

Bob Nixon is the hourly rated payroll supervisor at the Elgat Manufacturing Company in a large

city. Within his department there are ten comptometer operators.

Due to a slight decline in business, Bob is required to dismiss one of the women in his department.

There are two women whom he feels he must decide between. Both are well liked by their fellow employees. One is a pretty young thing who is not too efficient—Joan Jones. The other possibility is a competent older woman—Elsa Todman—who has 18 months of employment before she will be qualified to benefit under the company's pension plan. However, she has not been in good health and has compiled an impressive list of absences, late arrivals, and incompleting work days.

If you were the supervisor, Bob Nixon, which comptometer operator would you dismiss—Joan or Elsa? How would you solve this problem?

## MAY WINNERS

Following are the best "solutions" to the supervisory problem of the May issue. The persons who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

### BALANCE SHEET

By Neil P. Smith, *Sylvania Electric Products Inc., Buffalo, N. Y.*

Let's examine the issues in modified balance sheet form and proceed with audit:

Joan Jones—Balance Sheet Appraisal

**Assets**  
Youth  
Beauty  
Punctuality  
Potential  
Personable

**Liabilities**  
Inefficient  
Inexperienced

Elsa Todman—Balance Sheet Appraisal

<b>Assets</b>	<b>Liabilities</b>
Experienced	Absenteeism
Efficient	Potential
Personable	

Analysis of Joan Jones:

Joan has youth and beauty, which has its advantages and disadvantages. Youth ties in with potential in that she'll be available for the company for many years to come. On the other hand, beauty serves as a disadvantage in that she might soon find her way to the altar.

Punctuality is a wonderful asset, but if it is offset by inefficiency, of what practical value to the company is her presence?

Ability to get along and to be well liked by fellow employees is of considerable value, but if she maintains a high degree of inefficiency, her fellow workers will become disgruntled over having to cope with her mistakes and eventually, she will lose their respect.

Analysis of Elsa Todman:

Elsa, on the other hand, has all the nucleus that Joan lacks, except punctuality. Management should take a firm stand on this basic issue and determine if Elsa's absenteeism is justified or not. Perhaps she is simply a neurotic who has the attitude that she is indispensable and wants to be coddled.

If it is definitely a case of ill health, then she has proven herself a loyal employee in coming in at all. The time that she is present is spent constructively in the company's best interests.

Admittedly, there has been a slight decline in business and if Elsa's illness is justified, management should hold a mass meeting of the remaining operators and explain the situation and ask that they "take up the slack" when it's necessary for Elsa to be absent.

Conclusion: There is only one solution to the problem—dismissal of Joan Jones.

### KEEP ELSA

By Dorothy L. Slater, *The Oliver (Corp.) Management Club, Charles City, Iowa*

Elsa Todman, as a competent older woman, who in spite of her recent

poor attendance record, is my choice of the two employees to be retained.

Her record during the past years no doubt shows that Elsa Todman has been an efficient, enthusiastic and loyal employee, probably with an almost perfect attendance record, or she would have been replaced before she had accumulated so many years of service.

Joan Jones is young, not too efficient and pretty. Although we have been told that she is well liked by her fellow workers, it must still be taken into consideration that because of her inexperience and lack of competency she would be slower and would require much closer supervision than Elsa Todman. Also, if Elsa is replaced just before she can qualify to benefit under the company's pension plan, I wonder how this will affect the thinking of those employees who are looking forward to giving their best for this company before going into a well-earned retirement. They would no doubt wonder how appreciative the management is of their loyalty and effort.

An older employee has seen her company through days of prosperity and days of depression. She knows how important it is for each employee to give his complete attention to the work at hand. We all know sweet young girls like Joan Jones. Her job isn't the most important thing in her young life. It is just a short stop-over point from where she will no doubt go into an early marriage—probably long before Elsa Todman completes her next 18 months of service.

I say, Bob Nixon, give Elsa Todman a chance to work while she regains her health and again becomes the faithful and efficient employee that she has been in past years. She will not let you down if she can possibly help it. If she finds that her health will prevent her from doing a good job she will voluntarily step out of the picture, and then you can replace her with Joan Jones or someone as efficient as Elsa Todman.

#### DISMISS JOAN JONES

By William M. Fautz, Cannon Electric Co., Los Angeles, Calif.

To my way of thinking, Bob Nixon doesn't have any problem at all.

Without hesitation, I would dismiss Joan Jones.

Since Elsa Todman needs just 18 months of employment to benefit from the company's pension plan, it is assumed she has been with the Elgat Manufacturing Co. for a substantial length of time. This alone would indicate to me that her previous work was altogether satisfactory. Elsa probably does as much work during her periodic work at-

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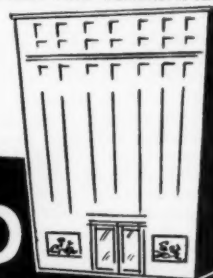
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tendance as Joan Jones does during her regular attendance, and perhaps more.

If Elsa's illness is legitimate, and nothing indicates otherwise, I am sure any good company would go along with her irregular attendance, at least for the required 18 months. This concession, if it must be called one, would appear to be the least a company could do for a sincere, previously competent and apparently faithful employee who, through no fault of her own, is now unable to carry on as she herself undoubtedly would prefer.

Another point to consider would be the attitude of the rest of the employees. It would surely be to the company's benefit to demonstrate that the employee's faithfulness is considered important at times of decision such as this.

Furthermore, since the work has slackened off, Elsa's irregular attendance would be less critical to the Elgat Manufacturing Co.

Joan Jones could be replaced later on if the work picked up. There always seems to be an abundance of pretty, inefficient, young things.

**HONORABLE MENTION**—Earl F. Durr, R. L. Arnett, William J. Kirkpatrick, Edwin E. Bitner, John Roberts and William J. Hollis, all of Aladdin Radio Industries, Inc., Nashville, Tenn.; Edward J. Dowling, Lockheed Aircraft Corp., Burbank, Calif.; Joseph J. Hall, National Distillers Products Corp., Louisville, Ky.; James L. Pirtle, Hughes Aircraft Co., Culver City, Calif.; and Frank Micka, Pan American World Airways Inc., Miami, Fla.

#### AND THE READERS REPLY

(Continued from page 6)

we don't blame them for being sensitive about the government-financed business venture. But Bill Freeman's point in his article on page 24 of the May issue was that automation does not put men out of work. He built the paragraph around an example he happened to have and didn't intend to pay TVA any special compliments, I'm sure.

#### CONVAIR EMPLOYEE EARNS CERTIFICATE

Ft. Worth, Texas—J. J. Crow, an employee of Consolidated Vultee Aircraft Corporation, is the first employee to be awarded an Associate Certificate of Management through the college-level training program sponsored by the Convair Management Club and Texas Christian University.

An Associate Certificate of Management represents the completion of 30 hours study. Crow, who has been taking one to three courses at Convair and TCU since 1948, plans to continue his studies.

The award was made to Crow by J. H. Key, acting dean of the TCU School of Business, at a recent meeting of the Convair Management Club.



# MANAGE SERVICE BUREAU

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## NEW PRODUCTS

### INDUSTRIAL HAND CREAM PROTECTION

**601—KERODEX**, a medically-tested hand cream that provides maximum protection against hundreds of skin hazards, has been made available for the first time to workers in American industry by **AYERST LABORATORIES**. The barrier cream was introduced recently as "a vital safety measure long needed in industries where contact dermatitis threatens high production standards."

Kerodex, first developed under British government auspices in World War II, protects against contact dermatitis due to primary irritants as well as against sensitizing agents encountered on the job. Common irritants include acids, alkalis, solvents, oils, tar and pitch. Among sensitizing agents, nickel, rubber chromates and poison ivy are well-known offenders.

In addition to protecting the skin against initial contact, it is also a valuable aid in preventing recurrence of a dermatitis. The cream provides a protective coating which is invisible yet strong and as elastic as the skin itself.

### NEW SOFT-FACED MALLETS ANNOUNCED

**602**—Addition of four **NUPLA** Soft-Faced Mallets to the line of Nupla Hammers and Nuplaflex tips has been announced by the **NEW PLASTIC CORP.** These tools, available in four sizes and four different hardnesses, were developed for use in all industries where "soft" pounding is necessary.

Heads of the new mallets are made entirely of Nuplaflex, a miracle plastic that has the property of recovering its shape when dented by hard blows. It will not chip, flake or mushroom. It is also reported that sting, shock and rebound have been virtually eliminated with this tool so that accurate, safe and less fatiguing blows are possible. Due to the nature of the plastic used, they cannot mar the finest surfaces.

### ALUMINUM SHIMS

**603—LAMINATED SHIM CO.** has announced shim stock of laminated aluminum in which the laminations are bonded over the entire surface. They are said to peel for adjustment in exactly the same way as the brass and steel shims this company has been producing for years.

This laminated shim material makes available all the advantages of aluminum—light weight, freedom from corrosion and electrolytic action—in shims that look "solid" yet peel quickly and smoothly for adjustment.

Laminated aluminum shims are available either custom-stamped to blueprint specifications or as laminated sheet stock in thicknesses from .015" to .125", sizes to 20" x 48".

### NEW OPEN-MESH ABRASIVE

**604—SAND SCREEN, THE CARBORUNDUM COMPANY'S** new non-clogging open-mesh abrasive material, designed especially for sanding operations where loading or glazing is a problem, is now in full production and is commercially available in a wide variety of shapes and sizes.

Extensively field tested in the sanding of ferrous and nonferrous metals, wood and paint undercoats and sealers, Sand Screen has been found to give 7 to 15 times longer life than conventional coated abrasives. The new abrasive is coated uniformly on both sides with silicon carbide grain. Its unique, open-mesh construction reduces loading to a minimum by permitting sanding residue to flow freely through the numerous openings. It can be used wet or dry, for both machine and hand sanding operations. The brochure has with it a sample of the new material.

### HACK SAW BLADE ASSORTMENT

**605**—A new industrial hand hack saw blade assortment, which will give users economies of 20 to 30 per cent, is announced by **HENRY DISSTON & SONS, INC.**, Philadelphia manufacturer of saws, tools, and alloy steels. It is especially designed for the industrial user or contractor who is cutting various kinds and sizes of metal—calling for different blade specifications.

Called the **NO. 100 DISSTON DI-MOL ASSORTMENT**, each box contains 100 12-inch blades, with from 14 to 32 teeth to the inch—and in varying proportions based on average cutting conditions. This gives the correct blade for almost every type of metal-cutting job, which results in maximum cutting performance from each blade.

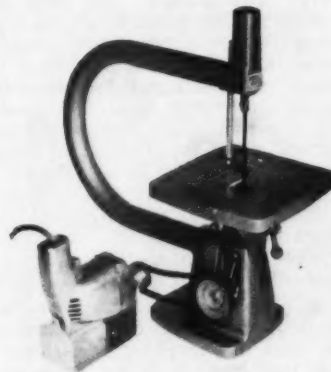
The folder gives full information about the new assortment.

### NEW HAND TOOL CUTS 1/4" DRILL ROD

**606—UTICA DROP FORGE AND TOOL CORP.** has announced a new cam action, high leverage cutting pliers which though only 9" long, cuts up to 1/4" hardened steel drill rod.

Called **POW'R PLI'RS**, this new plier is said to handle jobs for which a 24" bolt-cutter or a hack saw would be used. Yet it fits handily in a workman's pocket. Jaws are forged, extra hardened and hand honed. Handles are pressed steel.

### JIG SAW RUNS OFF 1/4" DRILL



**607**—A new jig saw that can be powered either by any good 1/4" electric drill, or by any 1/8 h.p. motor, is the latest addition to the **CUMMINS** power tool line, now marketed by the **JOHN OSTER MANUFACTURING CO.**

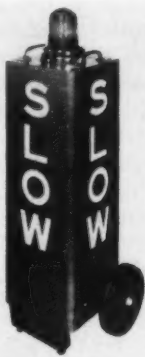
The Cummins **DO-IT** Jig Saw was originally developed to operate with the 7-tools-in-1 Cummins Do-It Shop, but is now being offered also as a separate complete package. It cuts 2" wood to the center of a 28" circle. The blade turns 90 degrees for cutting long stock, and the overarm can be moved easily for saber sawing and filing sticks. The table tilts to any angle up to 45 degrees. A built-in blower keeps sawdust clear of the cutting line.





## NEW WARNING SIGNAL

608—The **STANDARD WARNING SIGNAL** consists of a flashing amber light which may be seen from any angle. It is portable and mounted on heavy rubber tire wheels and can be moved by one person. It is designed for use in factories, at dangerous crossings, factory exits, schools or any other place that a portable warning signal may be needed.



Powered by a storage battery which is automatically recharged with a built-in charger, the amber flashing light will operate for 30 continuous hours. The word **SLOW** in large letters appears on all four sides.

## KNEE SAFETY IN YOUR PLANT

609—An adjustable rubber knee pad offering soft sponge rubber protection for every kneeling job is available from the **GENERAL SCIENTIFIC EQUIPMENT CO.** Easy to put on and comfortable to wear all day long, kneeling, standing or walking, they provide more comfort and efficiency for any job requiring kneeling on floor or ground. They will not slip down or come out of adjustment.

## NEW 1/4" DRILL OFFERS MORE POWER, LONGER LIFE

610—A heavy-duty quarter-inch electric drill that delivers 28% more drilling power than similar tools in its price class, and incorporates a number of new features developed after surveying the requirements of drill users in twenty trades, has been announced by the manufacturer, **PORTER-CABLE MACHINE CO.**

The new model packs a three-ampere motor under its housing of die-cast aluminum. Compound reduction gears provide maximum power for continuous performance in the toughest materials. The drill has a full-hand pistol grip for maximum control and comfort, with an instant-action trigger switch and push button lock for one hand operation. A large fan combined with ample air vents assures a cool-running tool.

Standard equipment includes gear type chuck, key, key holder, and seven foot electric cord. Its rated bit capacity is 1/4" in steel and 1/2" in wood. A special vertical drill stand has also been designed to convert the drill into a drill press.



MANAGE June 1954

## NEW LITERATURE OFFERED

611—**SOUTH BEND LATHE'S** new General Catalog 5406 illustrates and offers full specifications on their many types, models and sizes of metalworking machinery for industrial production, toolroom and maintenance. Subject matter covers a complete line of precision toolroom lathes and engine lathes, turret lathes, drill presses, 7" bench shaper and their new pedestal tool grinder.

Shop men and industrial purchasers will find this 56-page catalog a ready source of features, specifications and construction data about one of the most complete lines of standard machine tools in the world.

612—Not all corrosion problems are identical, therefore, any single protective coating cannot be expected to provide the solution to all corrosion problems. To help determine the type of coating best suited to your particular corrosion problem, **INDUSTRIAL METAL PROTECTIVES, INC.** has published a comparison chart of its twelve **ZINCILATE** protective coatings.

The chart gives complete information on the resistance of each finished coating to abrasion, acids, chemicals, corrosion, gasoline, oils and greases, salt water, fresh cold water, fresh hot water, dry temperatures and fire. Information on coverage, weight, adhesion, flexibility, surface preparation, mixing, application and drying is furnished in tabular form for easy comparison.

613—A catalog describing convoluted couplings, a new addition to **SOLAR AIRCRAFT COMPANY'S** line of industrial expansion joints, has been published by the company's Bellows Division.

Designed and engineered to meet industrial needs for low pressure and vacuum service joints, the new **SOLA-FLEX** couplings embody novel convolution contour design that results in an unusually low spring rate, with consequent high life cycleage. The convoluted couplings are low in cost and are available in stock sizes from 1/2 inch through 72 inch pipe sizes, and supplement Solar's line of high pressure expansion joints. The 16-page catalog includes ten pages of tables giving complete data on each size and type of coupling along with dimensional diagrams and a group of formulas for calculating various movements of couplings.

614—**BLACK DRILL CO. INC.** has issued a bulletin describing and illustrating their **BLACK CENTER-FINDER** Vise and its uses. This is a relatively new precision device for locating centers or other predetermined points with a high degree of accuracy regardless of the shape of the work.

615—Three sound films, covering the operation of the **DENISON MULTIPRESS**, are now available to any interested group, firm or organization without obligation. The Multipress, manufactured by the **DENISON ENGINEERING CO.** is one of industry's most versatile production tools. It is used extensively in processing and fabricating, sub-assembly, final assembly, testing and inspection.

A bulletin describing the three films is available.

616—An unusual "Carbide & Abrasive Tool Shape Identification Chart" is available free from the **METAL REMOVAL CO.** This helpful chart has illustrated in actual size the various shapes of the company's mounted points. Carbide burr shapes are also illustrated, with dimensions and prices listed as for the mounted points.

Along with this information are three tables presenting data on tap drills, twist drill and steel wire gauge, as well as decimal equivalents. And for those who appreciate pin-up pictures, there's a large drawing of a pretty girl.

The 35 x 24 inch chart is intended for mounting on the wall of a tool crib, stock room, shop, or office, serving as a ready reference.

## OFFERED IN ADS

A617—**ACME INDUSTRIAL COMPANY'S** catalog illustrates two bushing standards giving you 9,870 extra thin wall sizes, saving time and money (see page 12).

A618—Catalog 21 of **APEX MACHINE & TOOL CO.** includes complete listing, specifications and prices on screwdriving and nut running tools (Ad on pages 14 and 15).

A619—Clip out coupon on page 7 or check Service Bureau coupon for full information on **SCOTT INDUSTRIAL WIPERS.**

Note: Inquiries for the items listed above will not be serviced beyond July 28

## MANAGE MAGAZINE

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## FAITH IN THE AMERICAN ECONOMY

(Continued from Page 9)

ment in America is improved labor-management cooperation. This has nothing to do with the labor contract or collective bargaining agreement. Sometimes it is called multiple-management. It means a program in which labor cooperates with management in reducing costs, increasing production, and improving the respective company concerned.

Alert management has recognized that money alone is not the goal of the worker, but that he also desires pride and satisfaction in his work, a sense of belonging to and playing an essential part in industry. The Baltimore and Ohio Railroad plan was started in 1923 and is still in practice. Alert industrialists may well study the Scanlon Plan which has been adopted by several hundred firms.

Emigration to America practically ceased about 1920. Now the work-force is native-born. Most workers have a high school education. They fully understand the tradition of liberty and opportunity and they cannot be pushed around as their forefathers. Most management has risen from the ranks. Therefore it is simple logic to suppose that there are plenty of brains waiting to be used in the rank and file of workers. Suggestion systems are numerous in industry. Recently a worker at Eastman Kodak Company received \$11,000 for a clever suggestion to aid production.

In certain European countries workers now line up with management under codetermination as fixed by law. In America there is accent on voluntary cooperation. It is not as wide as it should be. A great part of management is still jealous about its so-called rights. But in the past, labor unions and government agencies have limited to a marked degree the former wide range of management action. Americans like to boast about their political democracy. Now stress is laid on

progress in economic democracy or democratic capitalism.

In the present urge for a higher standard of living and more security for the American people it is prudent to recall that twenty years ago the nation was crushed in the bitter depression. At that time some 15,000,000 people were unemployed. Bank failures plunged industry into despair. Personal savings soon disappeared. As a consequence government entered the economic picture to a great degree. Labor unions under favorable laws began to grow. In the history of labor up to the depression one will discover that the traditional objectives of unions—higher wages, better condi-

will make a considerable contribution to the attainment of economic stability so necessary at this time. With the knowledge that the economic hazards of life will be at least partially met, workers will be more apt to help sustain consumption spending at a high level."

In 1929 only 29 per cent of American family units earned between \$3,000 and \$10,000 in 1952 dollars. In 1953 the middle class had expanded so that 58 per cent now have a real income of \$3,000 to \$10,000 after taxes. This is truly the bloodless revolution marking great gains for sound stability. Most workers enjoy many fringe benefits which average about 19 per cent of the payroll. These include group insurance, hospitalization, vacations with pay, profit sharing, military leave, travel time, free educational courses, suggestion awards, and many others. To extend more wealth to the lower income group is the task ahead. Discussing the reasons for the wider spread of national wealth within recent years, *Fortune*, in the issue for August, 1953, names the following: rising productivity, graduated income tax and corporate profits tax, direct influence of the labor unions, extensive social laws affecting millions of people (social security now covers over 50 million), and the defense program with its full employment.

Many of the topics mentioned are part of the "Permanent Revolution" going on in America. These tendencies, principles, and accomplished facts give the key to the true current of our economic life.

Management never had a better opportunity to win the confidence and praise of the nation. As Sumner Slichter, a foremost economist, viewing the present situation writes: "It will be a blot on the American system of private enterprise and a reflection on the resourcefulness of American management if unemployment develops because business concerns are unable to persuade consumers . . . to raise their spending."

### STRICTLY BUSINESS

by McFeatters



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tions of work, and shorter hours—were still prevailing. But what good are high wage rates when one is unemployed? That is why the idea of security for periods of enforced idleness and for old age has become a strong factor in collective bargaining. This idea was strengthened in 1948 when the National Labor Relations Board ruled that insurance and pensions were a matter of collective bargaining.

Today the provision of social insurance and pensions for workers has become an accepted part of modern American business practice. For a special government report has stated: "The inauguration and operation of insurance and pension programs

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Management and Foremen Club Honors, and many other special events. It's a great opportunity for you to exchange ideas with other management men.

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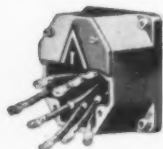
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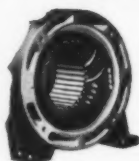
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